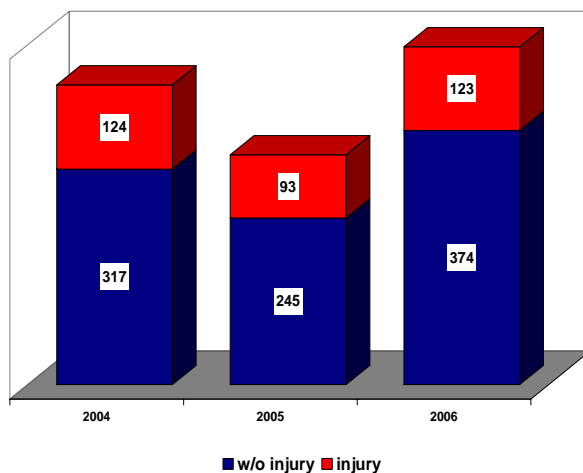


Janet Napolitano, Governor
 Michael D. Branham, Director □ Dianne L. Gadow, Deputy Director
 Volume VIII, Number 1 January - February 2007
 Arizona Department of Juvenile Corrections * 1624 West Adams * Phoenix, Arizona 85007 * 602-542-2053

Figure 1: Youth Assaults on ADJC Staff: With and Without Injuries



CURRENT ADJC RESEARCH

Gary Wolf and John Vivian, (2007), Validation Study of the Survey of Organizational Functioning.

Dr. Kevin Knight and a team at Texas Christian University created the Survey of Organizational Functioning (SOF) to improve organizational functioning as it relates to the delivery of correctional treatment programs. The SOF consists of 7 domains, 31 scales and 162 questions. The domains measure: motivation for change, resources, staff attributes, organizational climate, job attitudes, workplace practices as well as training exposure and utilization. Prior to the ADJC validation study, the SOF had only been used in adult correctional settings. R&D sought to validate the SOF within ADJC by comparing staff attitudes to those of subject matter experts and

managers. Central Office subject matter experts along with managers and staff from AMS-Triumph, BCS-Recovery, CMS-Triumph and EPS-Wolf participated in the validation study. The R&D study concluded that all but one of the scales was valid and recommended that the SOF be implemented department wide.

Michelle Anderson, (2006) Program Self Assessment Checklist

R&D has created a Program Self Assessment Checklist to assist ADJC staff develop new programs and modify existing ones. The Program Self Assessment Checklist is based on the Correctional Program Checklist (CPC). Dr. Ed Latessa and colleagues at the University of Cincinnati developed the CPC as a tool to assess correctional treatment programs. To date, over 400 programs have been reviewed using the CPC and 140 of them have involved juveniles. Correctional programs reviewed using the CPC have included both institutional and community-based efforts. To date, R&D staff have reviewed three institutional and two community based programs. A CPC review of another community based program, Canyon State Academy, is scheduled to begin in March, 2007. Researchers have found very high correlations between scores on the CPC and measures of recidivism or future criminality. In other words, programs scoring high on the CPC should yield significant reductions in recidivism. The Program Self Assessment checklist developed by R&D contains questions on: leadership and program development; staff; offender assessment; treatment and quality assurance.

JUVENILE JUSTICE TRIVIA

What has been the recent trend in juvenile referrals to ADJC separation?

JUVENILE JUSTICE LITERATURE REVIEW

Glick, Barry, (2006), ART® - A Comprehensive Intervention for Aggressive Youth, In Civic Research Institute, *Cognitive Behavioral Interventions for At-Risk Youth*.

Aggression is not uncommon among adolescent offenders. Disregarded or overlooked, aggression may lead to further delinquent and/or criminal activities. In 1981, Glick and Goldstein designed Aggression Replacement Training (ART®) as a result of their understanding, training, and experience with aggressive and violent youth. ART® is a multi-modal cognitive behavioral intervention that targets aggression and violence among adolescents. ART® utilizes social skills training (behavioral component) to prepare aggressive and violent youth for what to do in aggressive and violence-producing situations; anger control (affective component) training for what not to do; and moral reasoning (cognitive component) to view their environment in a more fair and equitable manner. The ART® curriculum addresses ten different social skills (helping others, expressing affection, responding to failure, dealing with group pressure, understanding others' feelings, dealing with accusations, etc.) during the course of ten weeks. Youth attend one class each week in each of the three program components: structured learning; anger control training; and moral reasoning. Research thus far has shown the three components of ART® to be an effective intervention, that when combined in a prescriptive and developmental manner, positively impact aggressive adolescent behavior, reduce violence, and increase prosocial behavior.

Huebner, Beth, (2003), *Administrative Determinants of Inmate Violence: A Multilevel Analysis, Journal of Criminal Justice*.

Huebner examined three determinants of adult inmate assaults: deprivation, importation and administrative control. Deprivation involves the correctional environment surrounding the inmate and how that environment may contribute to assaults. Importation involves the personal characteristics of the inmate such

as age, race and prior assaultive behavior. Administrative controls involve the management techniques and practices employed at each location. Numerous studies have examined deprivation and importation factors, however, few have examined the role of correctional management. Two administrative controls were included in Huebner's research: coercive and remunerative. Coercive control is based on the threat or application of physical sanctions, while remunerative control deals with the allocation of rewards. Huebner analyzed data provided by the 1991 Survey of Inmates of State Correctional Institutions and her final sample included 4,168 adult male inmates within 185 state correctional institutions. Remunerative controls were found to have constant, significant effects on inmate-on-staff assaults. Coercive controls were found to do little to mediate or exacerbate assaultive behavior. Huebner concluded that "remuneration can serve as an important recourse for managers in curing assaultive behavior in prison."

JUVENILE JUSTICE TRIVIA ANSWER

We have experienced a decline in juveniles sent to separation. In fact, both the average number of juveniles sent to separation and the rate of juveniles sent to separation have declined between September 2005 – February 2006 and the present.

Please let us know how we're doing, and fill out a customer service survey at:

<http://intranet.adjc.az.gov/SupportServices/R&D/Surveys/CustomServiceSurvey.asp>